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ABSTRACT

This collection of materials offers information on Portland Community College's Institute for Management and Professional Development. The first information sheet, "Your Quality Partnerships Begin Today," focuses on the Total Quality Management (TQM) programs of the Institute, indicating that 8,000 to 10,000 individuals per year, representing 50 to 75 organizations, participate in on-site classes or workshops in quality training. Community colleges interested in developing similar programs are urged to begin their own quality programs before attempting to teach TQM principles to business, and to allow business partners to determine what is best for them and whether their goals have been met. Descriptions are also provided of several of the Institute's partnerships with businesses and the City of Portland. Tips on beginning quality partnership programs are presented, underscoring the importance of providing the right service, helping organizations and employees become learners, being flexible, keeping communication lines open, customizing each partnership, and paying attention to training outcomes. Next, a brochure for businesses describes the Institute's TQM certificate program, Zenger Miller's "FrontLine Leadership" workshops, the Management/Supervisory Development Program, Diversity Training, and Custom Tailored In-House Training and Delivery. Finally, a schedule of classes and workshops is presented, including a description of offerings and information on teachers, costs, and schedules. (AC)

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ED 370 611

Your Quality Partnerships Begin Today

MaryLou Wendel Webb

Dean, Management & Professional Development
Portland Community College

February 1994

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JC 940 296

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Your Quality Partnerships Begin Today

By MaryLou Wendel Webb

The most effective way to make yourself a "quality partner" is to begin your quality program today.

If you wait until you find a business that shows interest in contracting for quality courses, it's too late. For a quality organization—one that works at continuous improvement every day—making a presentation on the value of Total Quality Management is simple and natural. But if you have not been practicing quality, then preparing that first presentation will be difficult, time consuming, and awkward.

Students Become Customers

Either way—if you practice quality or if you don't—today's savvy, experienced corporate training officer will know Establishing partners in quality means, first of all, recognizing you are not dealing with the individual student of the past. The goals are different, the attitude is different, and the questions are different.

At the Management Institute of Portland Community College, we have learned to know and understand our prospective customers. Often that means we do not always follow traditional academic processes. We do not decide beforehand what is best for them. And we do not judge them at the end on how well they have learned what we have to say. Instead, they evaluate if we have helped them achieve the goals they set for themselves.

Management Institute Quality Program

- 50 to 75 organizations a year receive on-site classes or workshops in quality training
- 8,000 to 10,000 people participate in a typical year
- 18 credit hours earn a basic certificate
- 90 credit hours earn an Associate of Applied Science Degree
- 3 subject areas comprise the TQM certificate program: quality issues and the customer; communication and team building; and a cluster of tools and strategies for continuous improvement, including measurement, data collection, statistical analysis and project planning
- 1/2 day Zenger Miller *FrontLine Leadership* workshops include Core Interpersonal Skills, Managing Individual Performance, Developing Team Performance, Making Organizational Impact, Managing and Innovation, and Problem Solving for Individuals and Teams.

That might sound like the impossibly difficult task of being all things to all people. But if we look at some examples of how we have contracted with businesses and governments, I think you will see some of the consistent fundamentals of quality partnership.

The Quality Mode

ESCO, a long-established steel alloy casting company, continues with our program after more than four years of customized training. Our courses and workshops, instead of forcing a sudden transition to a new way of working, helped move the organization naturally into a mode of quality improvement. Training covers practicing interpersonal communications, building effective work teams, and empowering others in the

workplace along with statistical process control and other fundamentals of quality management.

Instead of just doing the old things better, ESCO has changed the way it thinks about work. "We're implementing a management style in our plant that involves employees in an environment of continuous improvement through daily meetings, quality improvement teams, and floor work teams," said plant manager Dave White. The mix of quality courses and much of the content, though based on proven principles, focuses on doing what no one else is doing, making ESCO steel. Since training began, the plant has achieved record levels of quality with on-time deliveries at an impressive 99 percent.

Certainly, the Management Institute is building quality partners in the wider community as a result of well-conceived internal goals. The mandate within the college's mission is clear: "build partnerships with business, industry, labor, educational institutions, and public sector agencies ... for the purpose of providing training opportunities in the local work force ... and to promote the economic development of the State of Oregon." As Oregon's urban enterprises grow, Portland Community College assumes a role of helping drive the economic changes created in the global marketplace. The Management Institute, as the college's management training specialist, then becomes an essential part of the college's commitment to the Pacific Northwest community and its growing role in the Pacific Rim markets.

The Right Service

Yet we have achieved our successes, not because we have a good plan, but because we are providing the right service at the right time to the right customers. In the face of downsizing, plummeting employee morale, and increasing competition from other players in the global economy, many businesses have been compelled to rethink their management styles and to move toward a process of Total Quality Management. TQM means "Focusing on the customer, involving the entire workforce in decision-making, and committing to continuous improvement."

A clear definition is important from the beginning because at times companies turn to us because they know they do not fully understand their initial needs. Increasingly,

MaryLou Wendel Webb

Dean of the Management and Professional Development Division of Portland Community College, MaryLou is an author and consultant in the area of Quality Improvement Strategies. Some of her clients are Tektronix, Intel, National Management Association, and the State of Oregon. She delivers *Lessons in Leadership* programs for WYNCOM, Inc. of Lexington, Kentucky. She is a presenter for the College Board of New York on Business-Education Partnerships. Her current book is *TQM: 50 Ways to Make it Work for You*, published by Crisp Publications, Menlo Park, California. She has also written a manual, *Economic Development through Business-Education Partnerships*. She and her husband have a daughter, attending Baylor University, and son, studying in England. They live in Lake Oswego, Oregon.

we are asked to provide a needs assessment up front, and from that, we tailor the training program. Needs assessments range from simple questionnaires to extended interviews with employees, both in groups and in single conversations. After performing the assessment at Pacific International Pipe Enterprises, Ed Stalder, business development specialist, reported, "Managers discovered that good performance had just as much to do with the behavioral aspect of how employees worked with one another as with technical competence. They decided that the greatest need for training was in such areas as leadership, teamwork, problem solving, and communication."

Colleges Make Learning Organizations

Organizations, businesses as well as public agencies, today need employees who are learners. Most failures that organizations experience are not defects of technical competence. They are rooted in human problems–the failure of people to adapt to change, or the inability to communicate, to set goals and solve problems together. When an organization recognizes it needs to become a learning organization, the local college becomes a natural candidate for partnership.

The City of Portland, in 1987, launched an ambitious city-wide training program for all employees. The Management Institute has been an active partner in the city's quality improvement training ever since. Recently the city began a new program for all employees on valuing diversity in the workplace, addressing such differences as race, culture, age, and gender. "Managing diversity and total quality are interlinked," said David Taylor, training manager for the city's Bureau of Personnel Services. "We have to be able to understand our differences to ensure a quality work life."

"Total Quality Management means focusing on the customer, involving the entire workforce in decision-making, and committing to continuous involvement."

MaryLou Wendel Webb

A Sign of Partnership: Repeat Business

The impact of the Management Institute is partly reflected in repeat business. Sulzer Bingham Pumps has had a partnership with the institute for the past four years in their quality improvement process, having contracted for more than 80 workshops related to team building in core manufacturing teams and for middle managers.

Assessments done at the end of courses and workshops demonstrate our own emphasis on continuous improvement

and help us track the Management Institute's performance. Evaluation outcomes indicate that our instructors average over 8 on a 10-point scale. Also, 98 percent of participants indicate they can "recommend this training program for others in my organization."

Customer Service Requires Flexibility

We have found that the way to keep those numbers high is to stay flexible. There is no "one right way." Quality is what the customer says it is, so we listen carefully to what they want. While the Management Institute tailors on-site programs for businesses and public agencies, the individuals in the program can also select from an extensive curriculum of classes, workshops, and seminars held at several college campuses.

Sequent Computer Systems, for example, has engaged the Institute for "Effective Management" courses delivered though its own Sequent University. Paul Steele, our client service representative and training facilitator, explained, "Management education is at the core of Sequent's in-house employee development effort. Here is a sophisticated, high tech, multi-national client which can afford the best and which believes certain of its needs are best satisfied by its local community college."

If you are ready to get started on your quality partnership program today, keep these principles in mind:

1. Let everyone win.
2. Keep lines of communication open.
3. Customize each partnership.
4. Pay attention to training outcomes.
5. Assess partnerships.

Make quality work for You!❑

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More About How to Make the City Your Campus

How close are you to establishing business partnerships?

Have you assessed the needs of your prospective customers?

How do you become an entrepreneur within your college?

Do you have a plan or an idea for a plan?

Contact
The Management Institute of
Portland Community College

PO Box 19000
Portland, OR 97280-0990

(503) 273-2818; fax: 273-2819

THE CITY IS OUR CAMPUS

DOING BUSINESS WITH BUSINESS

Quality Training To Meet Every Management Need

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"We're implementing a management style in our plant which involves employees in an environment of continuous improvement through daily meetings, quality improvement teams, and floor work teams. Since training (with the Management Institute) began, the plant has achieved record levels of quality, with on-time deliveries at an impressive 99 percent."

Dave White, Plant Manager
ESCO

"Managing diversity and total quality management are interlinked. We have to be able to understand our differences to ensure a quality work life."

David Taylor, Training Manager
Bureau of Personnel Services, City of Portland

Organizations today need employees who are learners. Most failures that organizations experience are not defects of technical competence. They are rooted in human problems - the failure of people to adapt to change, to communicate, to set goals and solve problems. They are, in fact, learning failures.

The Institute for Management and Professional Development focuses on making learning a reality for individuals today. We respond to this changing environment by offering courses and workshops for managers and professionals that provide practical, hands-on information on how to deal with a changing world.

Total Quality Management

The Total Quality Management (TQM) certificate program has three areas of focus. One area concentrates on quality issues and the customer. Another brings together courses that relate to communication and team building skills. The third area clusters courses that deal with strategies and tools for continuous improvement, including those which develop skills in measurement, data collection, statistical analysis, and project planning.

Zenger Miller FrontLine Leadership

Zenger Miller's "FrontLine Leadership" workshops are given in half-day sessions. The topic categories are: Core Interpersonal Skills, Managing Individual Performance, Developing Team Performance, Making Organizational Impact, Managing and Innovation, and Problem Solving for Individuals and Teams. Twenty-three different units are available for Continuing Education Units (CEU's) or for College Credit. The workshops that are taken for College Credit may be applied to the 18 hour Basic Certificate in Total Quality Management.

"Doing Business With Business"

Management Supervisory Development Program

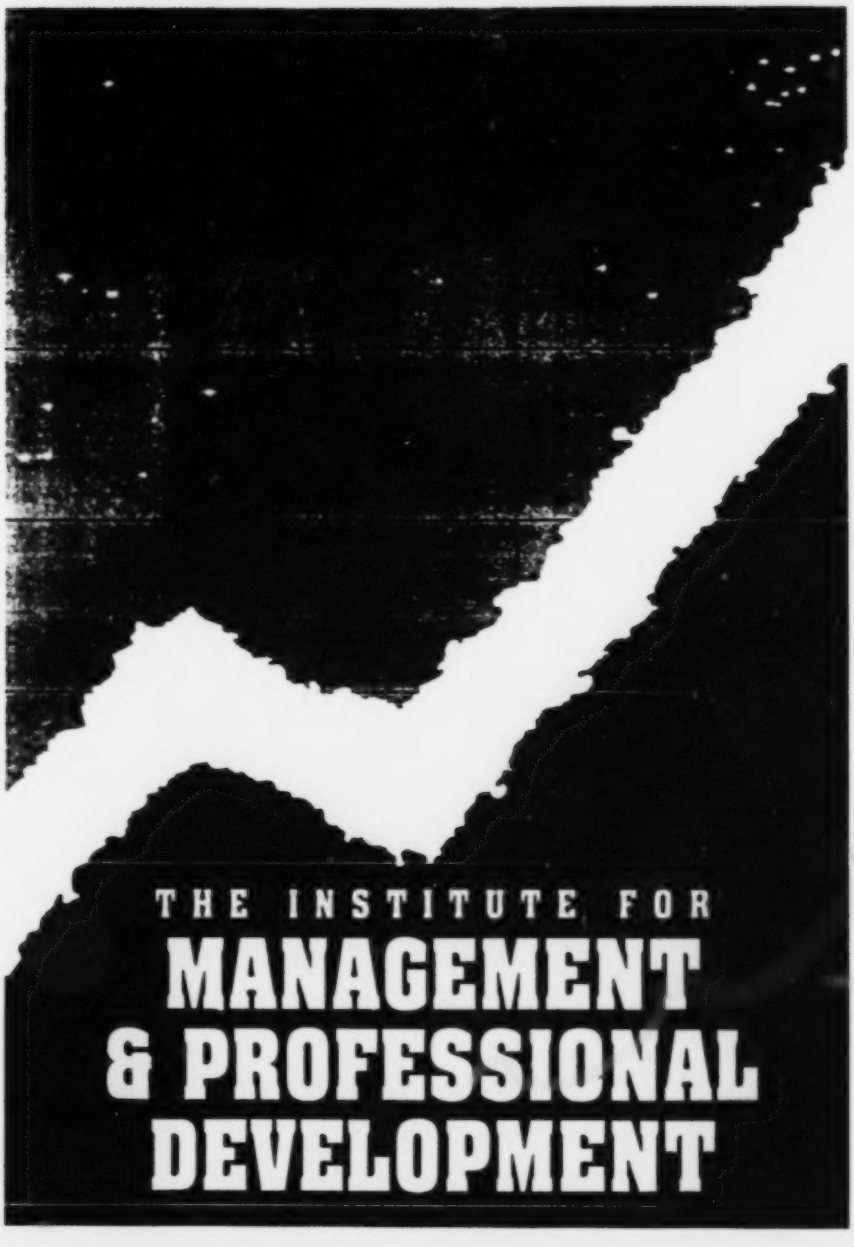
The Management/Supervisory Development Program provides comprehensive course offerings for those desiring either to enter or to continue private or public sector managerial or supervisory careers. By interacting with currently practicing managers and supervisors, the participant develops skills and a practical knowledge of applicable concepts and techniques. This helps the individual develop a personalized managerial style for future growth. These college transferable courses can lead to a certificate or degree.

Diversity Training

As the workforce changes (and it is doing so rapidly), employers who change with it will find that in honoring diversity they also can increase production. How? Individuals who feel respected are better workers. As a result of completing Diversity Training, each participant will have a better understanding of their value system and other cultural values. They will have a better appreciation of the challenges that management is facing in a complex/multicultural work arena.

Custom Tailored In-House Training and Delivery

We can custom tailor a continuous improvement solution to meet your organization's specific training and development plans. Our network of resources includes over 200 Portland Community College faculty and other training consultant leaders which allows us to draw on a resource base noted for its expertise and its professionalism. Training can be offered on-site at your company, at a Portland Community College location or at a local hotel.



Call (503) 273-2818 Today For More Information About
The Institute For Management and Professional Development

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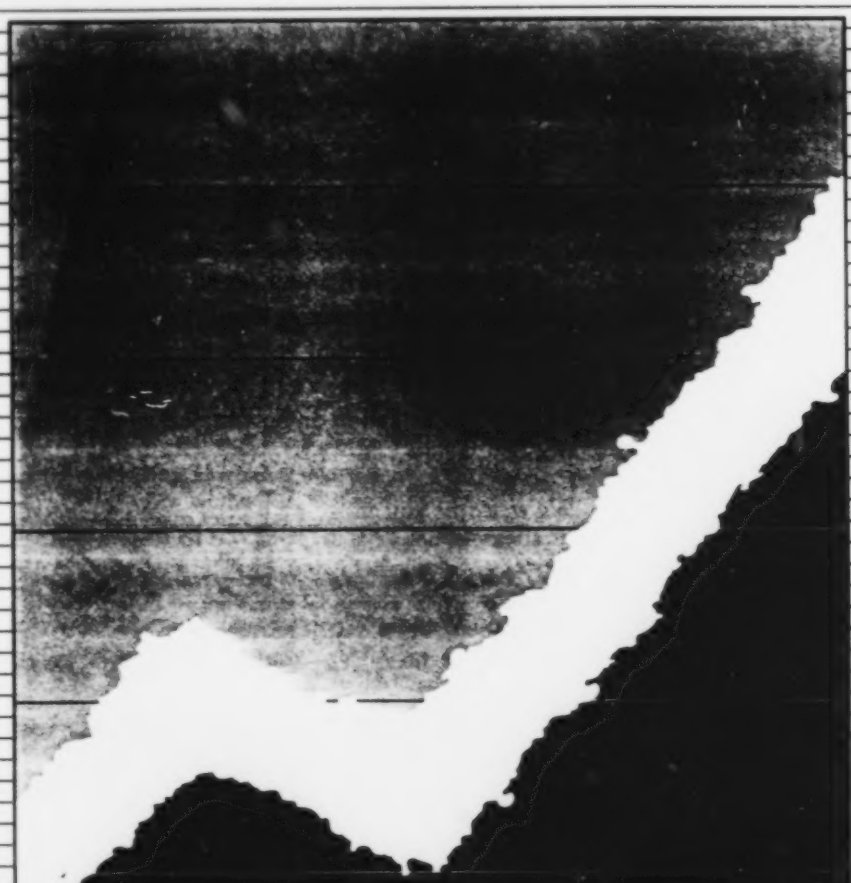

THE INSTITUTE FOR

MANAGEMENT & PROFESSIONAL DEVELOPMENT

PORTLAND COMMUNITY COLLEGE
OPEN CAMPUS

SPRING 1994

11

FOCUS ON LEARNING

Organizations today need employees who are learners. Most failures that organizations experience are not defects of technical competence. They are rooted in human problems — the failure of people to adapt to change, to communicate, to set goals and solve problems. They are, in fact, *learning* failures.

The popular book, Megatrends 2000, tells us one of the most important tools that employees need is the ability to continue to learn in a changing workplace.

The Institute for Management and Professional Development focuses on making learning a reality for individuals today. We respond to this changing environment by offering courses and workshops for managers and professionals that provide practical, hands-on information on how to deal with a changing world of work.

We welcome you all.

MaryLou Wendel Webb

MaryLou Wendel Webb
Division Dean

Institute for Management and Professional Development Staff

MaryLou Wendel Webb, Division Dean
Daisy Santos-Miller, Coordinator of Management Services
Joe Wright, Faculty/Student Advisor
Ed Stalder, Business Development Specialist
Paul Steele, Business Development Specialist
Linda Paulson, Business Development Specialist
Chris York, Administrative Assistant
Carmen Nathan, Administrative Assistant
Roxie Escobar, Administrative Assistant
Angie Meyer, Administrative Assistant

Class Locations

CA	Cascade Campus, 705 N. Killingsworth
RC	Rock Creek Campus, 17705 N.W. Springville Road
SE	Southeast Center, 2850 S.E. 82nd Avenue
SY	Sylvania Campus, 12000 S.W. 49th Avenue
THS	Tigard High School, 9000 S.W. Durham Road
WHS	Wilson High School, 1151 S.W. Vermont

For information call: 273-2818

TABLE OF CONTENTS

MANAGEMENT AND SUPERVISORY DEVELOPMENT CLASSES

4

All 3 credit classes start the week of March 28 unless noted otherwise.

- Principles of Management/Supervision
- Interpersonal Communication
- Corresponding Effectively at Work
- Improving Work Relations
- Customer Relations
- Leadership Skill Development
- Creative Problem Solving
- Management Effectiveness: Team Building
- Management Effectiveness: Employee Motivation, Problem Solving, & Conflict Resolution
- Organizations and Social Responsibility
- Labor-Management Relations
- Public Relations
- Budgeting for Managers
- Fundamentals of Total Quality Management
- Cooperative Education

MANAGEMENT WORKSHOPS

7

If the course is listed for two-dates, you must attend both sessions to receive college credit.

- Back to Basics: The ADA, Hiring & Interviewing
- Better Memos and Letters
- Beyond the Glass Ceiling
- Career Transitions
- Challenge of Ethics and Values in the Workplace
- Coaching and Assisting Other Employees
- Communication for Results
- Communication Styles
- Conflict Management
- Coping with Angry Feelings and Angry People
- Creative Thinking
- Cultivating Supervisory Skills
- Cultural Diversity in Communication
- Dealing with Difficult People
- Developing Your Leadership Style
- Effective Presentation Skills
- Flexibility in the Workplace
- Gender Conflict Resolution
- Goal Setting and Productivity
- Humor in the Workplace
- Improving Work Relations
- Intercultural Communication in the Workplace
- Interpersonal Communication
- Leadership Skill Development
- Listen and Communicate
- Male/Female Communication Style Differences
- Manage Your Professional Image
- Marketing/PR Alliance
- Messages Without Words
- Nonverbal Communication
- Personnel and the Law
- Problem Solving
- Professional Writing Skills
- Recruiting, Interviewing & Placing of Volunteers
- Self Esteem: The Key to Success
- Sexual Harassment and Other Problems in the Workplace
- Stress Control
- Telephone Skills for the Professional
- Thriving in Transition
- Time Management
- Time Management Techniques
- Time/Stress/Communication Triangle
- Working Smarter, Not Harder

TOTAL QUALITY MANAGEMENT WORKSHOPS

15

- Customer Relations
- Empowering Others in the Workplace
- Facilitating the Continuous Improvement Process
- How to Implement Total Quality Management
- Project Management
- Win Your Customer's Loyalty Forever

WORLD TRADE AND TRANSPORTATION

17

- Introduction to Importing and Exporting

CALL 273-2818

4

MANAGEMENT AND SUPERVISORY DEVELOPMENT CLASSES

■ PRINCIPLES OF MANAGEMENT/ SUPERVISION

$87 MSD 101—3 Credits

General management/supervisory concepts and skills including management, communication, planning, feedback, management-employee relations, training, creativity, problem solving and job satisfaction.

Section	Campus	Time	Days	Wk	Location	Instructor
628904	CA	6:15P-9:15P	Wed	11	JH 114	Edwards
628901	RC	6:15P-9:15P	Mon	10	RC #2 208	Murphy
628902	RC	6:15P-9:15P	Tue	11	RC #2 203	Thurman
628918	RC	8:00A-5:00P	Sat	4	RC #2 203	Wright
	Section 628918 meets 4/2, 4/9, 4/23 & 4/30 (no class 4/16)					
628900	SE	6:15P-9:15P	Tue	11	SE Cntr B16	Noce
628903	WIL	6:15P-9:15P	Wed	11	Wilson 215	Van Heuvel

Kathy Edwards is a communications consultant who teaches communication training, both written and verbal, and is an independent consultant in the area of human resources. Kathy has also worked as a corporate trainer for the past 15 years.

Daniel Murphy has taught management and supervision courses at Portland Community College for over 20 years. He has had 24 years in technical and managerial experience with telephone companies and their affiliates. Dan currently owns several Murphy Furniture Stores.

Jim Thurman has taught management and supervision for over 20 years. He has a diverse background encompassing mechanical, electronic, and applications engineering, sales, service and business management.

Joe Wright, with Master's Degrees from Portland State and City Universities, has fifteen years of over-all experience in real estate, retail sales, and supervisory management. Joe has conducted human behavioral courses and workshops in his capacity as a PCC Instructor/Advisor for ten years.

Bill Noce is a Human Resource Consultant for Portland General Electric. He has experience in marketing... and other high-pressure, fast-paced aspects of the real world of business. He has managed human resource functions for many years, including those of personnel, training, and group management.

Mark Van Heuvel, President of Vancorp International, specializes in Strategic Planning and Project Management. He has practical experience through his association with Blitz Weinhard. Mark holds a Master's Degree in Management.

ANNOUNCEMENT!

The Institute for Management and Professional Development has acquired the Zenger Miller program "FrontLine Leadership" and offers it to organizations which need to integrate supervisory and leadership skills.
Call 273-2818 to find out how you can promote communication building and help change habits in your organization.

■ INTERPERSONAL COMMUNICATION

$87 MSD 105—3 Credits

Job-related issues such as communication style, encoding and decoding, non-verbal communication, listening, breakdowns, resolving interpersonal conflicts, and the importance of good interpersonal communication techniques in the workplace.

Section	Campus	Time	Days	Wk	Location	Instructor
628919	SYL	8:00A-5:00P	Sat	4	SS B14	Westfall
	Section 628919 meets 5/7, 5/14, 5/21 & 6/4 (no class 5/28)					
628905	TIG	6:15P-9:15P	Tue	11	Tigard	B16 Foltz

Don Westfall is a management consultant to organizations, focusing on employee and organizational performance improvement. He has taught at PCC since 1986, teaching such classes as Organizational Behavior, Interpersonal Communication and Principles of Management/Supervision.

Al Foltz has worked the administrative end of management at Tektronix for 24 years: in marketing, communications, and human resources. He served several times as an executive-on-loan to the United Way, and has spent much personal time in other community service, including membership on the Board of Directors of the Washington County Community Action Organization.

"Investment in job training and re-training is the only way to ensure Americans have the changing skills to compete in a changing world."

President Bill Clinton

■ CORRESPONDING EFFECTIVELY AT WORK

$87 MSD 111—3 Credits

Examine necessary communication tools and use them in a variety of ways such as writing letters, memos, personnel reviews, reports and brochures relating to job situations.

Section	Campus	Time	Days	Wk	Location	Instructor
628920	SE	8:00A-5:00P	Sat	4	SE Cntr D1	Kreiss
	Section 628920 meets 5/7, 5/14, 5/21 & 6/4 (no class 5/28)					
628906	SYL	6:15P-9:15P	Mon	10	ST C5	Haller

Jim Kreiss currently works in the Civil Rights Division of the Bureau of Labor and Industries. Jim has a law degree from the University of Iowa, and a master's degree in labor in industrial relations from the University of Illinois. He taught at Illinois Wesleyan University and the University of Illinois.

Marianne Haller has taught Corresponding Effectively at Work for Portland Community College for about 15 years. She also teaches English at Rex Putnam High School.

■ IMPROVING WORK RELATIONS

$87 MSD 115—3 Credits

Introduces concepts and applications of job satisfaction and organizational morale. Includes the art of negotiation and communication, change management, job stress and burn-out, conflict resolution, improving team performance, productivity and workplace diversity.

Section	Campus	Time	Days	Wk	Location	Instructor
628907	RC	6:15P-9:15P	Thu	11	RC #2 203	Staff
628921	SYL	8:00A-5:00P	Sat	4	SS B14	Fahlman
	Section 628921 meets 4/2, 4/9, 4/16 & 4/23					

Clyde Fahlman is a full-time consultant and trainer. He was a manager for Pacific Northwest Bell in marketing, operations, public relations, and human resources. Clyde applies more than 25 years of experience to courses in team-building, creative problem-solving, leadership skills, and conflict management.

■ CUSTOMER RELATIONS

$87 MSD 117—3 Credits

Principles and practice of customer relations, including history of consumerism, customer relations departments, identifying and responding to customer needs, developing skills in giving information, dealing with difficult customers, and developing a positive customer relations climate. Can be applied toward TQM Certificate.

Section	Campus	Time	Days	Wk	Location	Instructor
628922	SE	8:00A-5:00P	Sat	4	SE Cntr D1	Duhrkoop
	Section 628922 meets 4/2, 4/9, 4/16 & 4/23					
628908	SYL	6:15P-9:15P	Thu	11	CT B17	Van Meter

David Duhrkoop is employed by Northwest Natural Gas Company as a Customer Service Officer. He has also worked at U.S. National Bank as Assistant Vice President where he advised customers regarding new opportunities and developments.

Jeri Van Meter is the Alumni Director for Marylhurst College and has been an adjunct faculty member with PCC since 1987, teaching workshops and full-term classes such as Customer Relations, Creative Thinking ,& Goal-Setting and Productivity.

■ LEADERSHIP SKILL DEVELOPMENT

$87 MSD 121—3 Credits

Theories and practical application of motivation and leadership, including employee motivation, self-motivation, management vs. leadership, factors influencing leadership, authority, and leadership styles.

Section	Campus	Time	Days	Wk	Location	Instructor
628910	CA	6:15P-9:15P	Wed	11	TH 217	Johnson
628909	SE	6:15P-9:15P	Mon	10	SE Cntr B16	Washington

Ed Washington currently serves as a member of the Metro Council. A former Marketing Manager for U.S. West for 15 years, he has managed large numbers of employees, projects and provided effective leadership in his professional and community work.

Dale Johnson is past president of the Oregon Chapter of the American Society for Training and Development, the United Way of Oregon, and the Portland Rose Festival Association. He is retired Manager of Public and Community Relations for Northwest Natural Gas and currently does consulting.

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■ CREATIVE PROBLEM SOLVING

Tuesday, March 29 through June 7, 6:15 p.m. - 9:15 p.m., Southeast Center, B28

$87 Section #628911 MSD 130—3 Credits

Creative problem solving and thinking, steps in the creative problem-solving process, right and left brain thinking, ambiguity and imagination, overcoming barriers to creative thinking, synthesis, and applying creative problem-solving to the organization.

Rob Russell's consulting firm, Results With Resources, specializes in helping organizations increase the effectiveness of their main resource: people. On the part-time faculty for several Portland area schools, he's an active member of the American Society for Training and Development and has been President of the Portland Chapter.

■ MANAGEMENT EFFECTIVENESS: TEAM BUILDING

Wednesday, March 30 through June 8, 6:15 p.m. - 9:15 p.m., Southeast Center, B16

$87 Section #628912 MSD 199—3 Credits

Team building is a highly interactive class designed to teach the stills necessary to form highly effective groups. Concepts of trust, respect, commitment, and mission are explored. Several practical principles of organizational communication are presented. Can be applied toward TQM Certificate.

Bill Whitlock is a trainer, consultant and supportive counselor who has his own consulting firm. He has 25 years of selling and teaching experience in both public and private sectors. You will enjoy his humor and fast-paced, practical programs!

■ MANAGEMENT EFFECTIVENESS: EMPLOYEE MOTIVATION, PROBLEM SOLVING AND CONFLICT RESOLUTION

Saturday, April 2, 9, 16, and 23, 8:00 a.m. - 5:00 p.m., Sylvania Campus, HT B6

$87 Section #628983 MSD 199—3 Credits

Participants will learn how to facilitate problem-solving in their work groups, motivate employees, and more effectively deal with employee conflict. The format of this class will be highly participatory. A major focus will be one-on-one practice sessions using video instruction. Students will obtain practical hands-on skills that can be used effectively in today's workplace. NOTE: **Workbooks will be purchased in class. Please bring a check made out to PCC for $20.00.**

Joe Polk's experience makes him especially suited for staff development at large organizations. His expertise incudes: problem solving, directing and training a complete workforce, and organizing and straining staff. He has organized conferences with more than 1,000 participants. Joe has earned a bachelor's and master's degrees. He currently works for Horizon Airlines.

■ ORGANIZATIONS AND SOCIAL RESPONSIBILITY

Saturday, May 7, 14, 21 and June 4 (no class 5/28), 8:00 a.m. - 5:00 p.m., Rock Creek Campus, #2 203

$87 Section #628923 MSD 200—3 Credits

Clarify managerial/supervisory attitudes about the relationships between business and government, the anti-discriminatory and open work environment, current environmental issues such as pollution and energy, the consumer movement, and workplace ethics.

Michael Dolan has his own communications consulting business, Dolan Communications, and he consults on "everything from memos to public relations." His PR experience spans that for private businesses and government agencies, he's taught communications courses at PCC for more than five years, and is involved with a number of professional societies.

■ LABOR-MANAGEMENT RELATIONS

Wednesday, March 30 through June 8, 6:30 p.m. - 9:30 p.m., Rock Creek Campus, #3 215

$87 Section #628914 MSD 204—3 Credits

This course provides participants with a perspective on labor management interactions and insight into current labor relations events. Topics include the history and development of the labor movement, management/supervisory responsibilities for labor relations, labor unions' current status and organizational make-up, labor legislation such as the National Labor Relations Act, Public Employees Relations Act and the Taft-Hartley Act, grievance and disciplinary action, arbitration, mediation and contracts.

Gary Carlson is a former National Labor Relations attorney. He is currently in private practice.

■ PUBLIC RELATIONS

Wednesday, March 30 through June 8, 6:15 p.m. - 9:15 p.m., Wilson High School, Room 206

$87 Section #628916 MSD 210—3 Credits

Influencing public opinion through two-way communications. Examine current public relations techniques, professional codes of ethics, and program development.

John Armstrong has taught courses in management, corresponding and journalism for Portland Community College for approximately 20 years. He served as senior editor for The Oregonian for 15 years and has authored books and articles on journalism, management and public relations topics.

MANAGEMENT WORKSHOPS

Because these workshops are graded and earn college credit, participants should expect to be assigned outside reading, reports, and/or other projects. Check with your instructor.

■ BUDGETING FOR MANAGERS

Thursday, March 31 through June 9, 6:30 p.m. - 9:30 p.m., Sylvania Campus HT B5AB

$87 Section #628917 MSD 216—3 Credits

Budgeting vocabulary, finance principles, record-keeping techniques, cash management, cash budgeting and capital budgeting. Recommended: work-related budgeting experience.

Joe Cooke, CPA, has taught business and accounting courses at PCC since 1990. He has a master's of taxation and is currently working on a law degree.

■ FUNDAMENTALS OF TOTAL QUALITY MANAGEMENT

Monday, March 28 through June 6, 7:00 p.m. - 10:00 p.m., Sylvania Campus HT D8I

$87 Section #628913 MSD 285AB—3 Credits

This course is designed so participants can learn the basic methods, procedures and practices of TQM. The course emphasis is on the fundamentals of understanding and using quality-based management in organization. The major topics include: an overview of quality; the history and principles of TQM; the breakthrough strategy for quality...a paradigm for excellence; how to determine process improvements; developing and maintaining customer relations; the procedures cycle and tools for quality; how teamwork is an indispensable part of quality; creating a quality-conscious culture; basic steps for achieving quality throughout an organization; and summary. Can be applied toward TQM Certificate.

Gary Robinson is the owner of a local consulting firm. He has been counseling organizations on future issues for more than 15 years. He has spoken to conferences on this topic in Asia, the Middle East, and throughout the United States.

■ BACK TO BASICS: AMERICANS WITH DISABILITIES ACT, HIRING AND INTERVIEWING

Saturday, April 16 and April 23, 8:00 a.m. - 1:00 p.m., Southeast Center D2

$29 Section #628924 MSD 299GS—1 Credit

The ADA (Americans with Disabilities Act) has led employers to rethink their interviewing procedures. In the process, they cannot afford to forget all the other EEO laws that have been if effect for years. This course will refresh memories and remind us that the best interview for all purposes is a job related interview.

Jim Kreiss currently works in the Civil Rights Division of the Bureau of Labor and Industries. Jim has a law degree from the University of Iowa, and a master's degree in labor in industrial relations from the University of Illinois. He taught at Illinois Wesleyan University and the University of Illinois.

■ BETTER MEMOS AND LETTERS

Saturday, April 23 and April 30, 8:00 a.m. - 1:00 p.m., Rock Creek Campus #2, Room 224

$29 Section #628925 MSD 299DD—1 Credit

Structured and free-form writing exercises in this workshop will teach you effective writing skills for the workplace. You will learn how to begin writing and when to stop. You will practice a writing "process" to make your work more efficient and you more confident.

Michael Dolan has his own communications consulting business, Dolan Communications, and he consults on "everything from memos to public relations." His PR experience spans that for private businesses and government agencies, he's taught communications courses at PCC for more than five years, and is involved with a number of professional societies.

■ CAREER TRANSITIONS

Saturday, April 16 and April 23, 8:00 a.m. - 1:00 p.m., Cascade Campus TH 219

$29 Section #628927 MSD 299GP—1 Credit

The average person changes jobs over eight times in a lifetime. Excellent career transitional skills are a necessity for the person who derives meaning and fulfillment from their career. Learn to identify and articulate your skills for presentation on your resume and at an interview, increase your networking, and establish your work values. The payoff of enjoying your job is well worth the investment.

Mary Kay Moe, M.A. is employed at the Dislocated Workers Project, a joint project of Portland Community College and Mt. Hood Community College. She has extensive involvement in the field of employment and training, specializing in motivating and supporting individuals in career transition. She is a member of the National Society for Performance and Instruction.

■ THE CHALLENGE OF ETHICS & VALUES IN THE WORKPLACE

Saturday, May 14 and May 21, 1:00 p.m. - 6:00 p.m., Rock Creek Campus #2 224

$29 Section #628928 MSD 299DJ—1 Credit

Participants will increase their ability to deal with ethical problems and challenges they face in the work-a-day world by examining and discussing case examples and work simulation exercises. Each participant is encouraged to prepare a brief statement of a past or current ethical problem they face at work and a copy of their Code of Ethics.

Joe Wright, with Master's Degrees from Portland State and City Universities, has fifteen years of over-all experience in real estate, retail sales, and supervisory management. Joe has conducted human behavioral courses and workshops in his capacity as a PCC Instructor/Advisor for ten years.

■ BEYOND THE GLASS CEILING: WOMEN AND MINORITIES AS TRUE CORPORATE PEERS

Saturday, May 7 and May 14, 8:00 a.m. - 1:00 p.m., Cascade Campus TH 217

$29 Section #628926 MSD 299GC—1 Credit

Becoming a member of the elite inner circle means you have to get past the gatekeepers. We will discuss individual and organizational strategies needed to go beyond tokenism in the corporate world. Discover if your motivation matches a corporate or a small business profile. Peak performers have unique competencies, plus the flexibility to move around and through roadblocks. See if your present attributes, skills career map and motivation are targeted for advancement in a corporate or small business environment.

Alice Armstrong, Ph.D., President of Human Resource Technologies, is an author and business owner with an extensive background as a national and international trainer, in-house consultant, and university professor teaching graduate and undergraduate courses.

■ COACHING AND ASSISTING OTHER EMPLOYEES

Saturday, April 30, 8:00 a.m. - 8:00 p.m., Southeast Center D5

$29 Section #628929 MSD 299EJ—1 Credit

This seminar will consider how to effectively work with people in a helping relationship. Discussion will focus on three skill groups: 1) Taking a person aside to give concentrated instruction to develop their skills (training); 2) Watching a person perform and intervening at appropriate times to give performance feedback and correcting (coaching); 3) Helping them work through challenges and problems (counseling).

Rob Russell's consulting firm, Results With Resources, specializes in helping organizations increase the effectiveness of their main resource: people. On the part-time faculty for several Portland area schools, he's an active member of the American Society for Training and Development and has been President of the Portland Chapter.

■ COMMUNICATION FOR RESULTS

Saturday, April 9 and April 16, 8:00 a.m. - 1:00 p.m., Southeast Center D4

$29 Section #628930 MSD 299HL—1 Credit

Communicating without a desired outcome is like traveling without a desired destination. You may end up in the wrong place. This class teaches you how to enhance your communication results by establishing communication outcomes, building rapport, recognizing visible responses, monitoring programs and evaluating results.

Kathy Edwards is a communications consultant who teaches communication training, both written and verbal, and is an independent consultant in the area of human resources. Kathy has also worked as a corporate trainer for the past 15 years.

■ COMMUNICATION STYLES

Saturday, April 9, 8:00 a.m. - 8:00 p.m., Southeast Center D5

$29 Section #628931 MSD 299FP—1 Credit

We find ourselves continually challenged and confronted with others' differences—differences in perspectives, styles, beliefs, and feelings. It is clear that our individual goals will be attained in direct proportion to the degree in which we not only understand these differences, but actually value and capitalize on them. At work, at home, and in our communities, our satisfactions are increasingly tied to our skills in building relationships with a wide variety of people.

Claudia Derbyshire is a specialist in leadership training, motivation, staff development, and personal attitude and image building. She has conducted seminars at many businesses and educational institutions.

■ CONFLICT MANAGEMENT

Saturday, June 4, 8:00 a.m. - 8:00 p.m., Southeast Center D2

$29 Section #628932 MSD 299CT—1 Credit

This workshop is designed to (1) examine common causes of conflict and (2) develop approaches to managing conflict for positive results. Practical "on the job" conflicts will be the focal point for group discussion and development.

Claudia Derbyshire is a specialist in leadership training, motivation, staff development, and personal attitude and image building. She has conducted seminars at many businesses and educational institutions.

■ COPING WITH ANGRY FEELINGS AND ANGRY PEOPLE

Saturday, April 30, 8:00 a.m. - 8:00 p.m., Southeast Center D1

$29 Section #628933 MSD 299DB-1 Credit

Learn how to cope more effectively and constructively with angry feelings. Discover the impact of the environment, other people, and our own personality type in handling anger. Gain control over your reactions to anger-provoking situations by converting angry feelings into positive actions.

Claudia Derbyshire is a specialist in leadership training, motivation, staff development, and personal attitude and image building. She has conducted seminars at many businesses and educational institutions.

■ CREATIVE THINKING

Saturday, April 9 and April 16, 8:00 a.m. - 1:00 p.m., Rock Creek Campus #3 213

$29 Section #628934 MSD 299FK—1 Credit

The '90's are very likely to be full of extraordinary change. So much so, and with such baffling challenges, that some management scientists are referring to this time as "The Age of Unreason." This highly interactive workshop provides many practical methods of dealing with these challenges. This seminar teaches a new way of thinking.

Tracy Lewis has worked for Kaiser Permanente as a Professional Development Specialist. She has been an instructor at San Diego State University and is a certified Zenger Miller instructor. Tracy has a Master's Degree in Speech Communication.

■ CULTIVATING SUPERVISORY SKILLS

Saturday, May 14 and May 21, 8:00 a.m. - 1:00 p.m., Rock Creek Campus #2 224

$29 Section #628935 MSD 299CN—1 Credit

Students will gain specific guidelines in encouraging worker improvement through behavior modification techniques. Areas covered include: improving employee work habits, introducing workplace change, and delegating effectively.

Joe Wright, with Master's Degrees from Portland State and City Universities, has fifteen years of over-all experience in real estate, retail sales, and supervisory management. Joe has conducted human behavioral courses and workshops in his capacity as a PCC Instructor/Advisor for ten years.

■ CULTURAL DIVERSITY IN COMMUNICATION

Saturday, May 7 and May 14, 1:00 p.m. - 6:00 p.m., Sylvania Campus HT B5AB

$29 Section #628936 MSD 299GQ—1 Credit

Work styles differ among the diverse cultural groups employed in companies in the U.S. Cross-cultural misunderstandings and conflicts can occur any time employees with different backgrounds, training, experience and approaches interact in an organization. Learn how to understand cultural values that underlie behavior, avoid offending and alienating others and utilize diversity in the organization.

Marina Santos presently works for Portland Community College's On-Site Program at Tektronix Inc. She teaches seminars on Managing Cultural Diversity, Economics, Self Esteem, and Spanish. She also has extensive experience in marketing, sales, customer service and training.

■ DEALING WITH DIFFICULT PEOPLE

$29 MSD 299CK—1 Credit

Topics include: an overview of individual psychology, why people are different, basic tools for human relations, conflict management, basic types of individuals and suggestions on how to deal with them.

Section	Campus	Time	Days	Wk	Location	Instructor
628938	RC	8:00A-1:00P	Sat	2	RC #3 213	Russell
		Section 628938 meets 5/14 & 5/21				
628937	SY	8:00A-8:00P	Sat	1	HT B5AB	Russell
		Section 628937 meets 4/16				

Rob Russell's consulting firm, Results With Resources, specializes in helping organizations increase the effectiveness of their main resource: people. On the part-time faculty for several Portland area schools, he's an active member of the American Society for Training and Development and has been President of the Portland Chapter.

10 *"Rob Russell is very animated as an instructor and obviously loves what he does. Thanks and Kudos to him."*

Kathleen Aiman
Operator
OKI Semiconductor

DEVELOPING YOUR LEADERSHIP STYLE

Saturday, May 21 and May 28, 8:00 a.m. - 1:00 p.m., Southeast Center D5

$29 Section #628939 MSD 299ER—1 Credit

In this workshop the participant will learn what roles successful leaders use, various leadership styles, an examination of their own style, and an examination of the best style to use with their group. An in-depth examination of Fiedler's Contingency Leadership and Hersey and Blanchard's Situation Models will be done.

Steve Walsh has a MBA from the University of Portland. He is a former Coordinator for the Cooperative Work Experience Program at Clark College. He has taught Management and Business classes at PCC and several other colleges for the past 10 years.

EFFECTIVE PRESENTATION SKILLS

Saturday, April 23 and April 30, 1:00 p.m. - 6:00 p.m., Sylvania Campus CT B9

$29 Section #628940 MSD 299EP—1 Credit

This class will focus on selecting a topic, developing a central idea, using visual aids and analyzing the audience. Each participant will have the opportunity to give presentations in class.

Steve Walsh has a MBA from the University of Portland. He is a former Coordinator for the Cooperative Work Experience Program at Clark College. He has taught Management and Business classes at PCC and several other colleges for the past 10 years.

FLEXIBILITY IN THE WORKPLACE

Saturday, May 14 and May 21, 1:00 p.m. - 6:00 p.m., Southeast Center D2

$29 Section #628941 MSD 299GV—1 Credit

Demographic changes in the workforce has created a situation where companies are being forced to develop family friendly policies in order to retain and attract qualified employees. Implementing alternative work schedules (e.g., job share, flextime, professional part-time, telecommuting) is one of these programs. Topics include: alternative work schedules (AWS), advantages and disadvantages to implementing AWS, and how to implement flexibility in your company.

Tenora Grigsby is a former Vice Presidents and Manager of U.S. Bank. She has held various management positions during her 22 year tenure with the bank in the commercial and retail banking division. Grigsby interrupted her career to return to school and has received a Master's Degree in Industrial/ Organizational Psychology.

GENDER CONFLICT RESOLUTION

Saturday, May 21 and May 28, 1:00 p.m. - 6:00 p.m., Cascade Campus TH 217

$29 Section #628942 MSD 299HK—1 Credit

This workshop will examine gender and multi-cultural communications, identify and evaluate sources of conflict, and develop strategies and skills to positively manage and resolve conflicts.

Sandra Herman-Moose and Police Chief Dr. Charles Moose co-teach this class. They have provided instruction in a variety of settings since obtaining MPA's, co-teaching and facilitating interpersonal communications, community organizing, citizen participation; and, instructing diverse populations within the framework of the juvenile justice system.

GOAL SETTING AND PRODUCTIVITY

Saturday, May 7, 8:00 a.m. - 8:00 p.m., Southeast Center D4

$29 Section #628943 MSD 299GK—1 Credit

Goal setting takes time management one step further. Learn how to take everyday tasks and fit them into the big picture of goal accomplishments. Empower others by aiding them and setting goals.

Kathy Edwards is a communications consultant who teaches communication training, both written and verbal, and is an independent consultant in the area of human resources. Kathy has also worked as a corporate trainer for the past 15 years.

■ HUMOR IN THE WORKPLACE

Saturday, April 30 and May 7, 8:00 a.m. - 1:00 p.m., Sylvania Campus CT B8

$29 Section #628944 MSD 299EH—1 Credit

Reduction of stress? Improved work productivity? More creativity? Humanizing work? All of the above are possible with the inclusion of humor and laughter in the workplace. The purpose of this workshop is to give participants an understanding of the importance of humor, when it could be used (and when it should not), as well as ways of developing it for personal and organizational benefit.

Clyde Fahlman is a full-time consultant and trainer. He was a manager for Pacific Northwest Bell in marketing, operations, public relations, and human resources. Clyde applies more than 25 years of experience to courses in team-building, creative problem-solving, leadership skills, and conflict management.

■ IMPROVING WORK RELATIONS

Saturday, May 14 and May 21, 8:00 a.m. - 1:00 p.m., Sylvania Campus CT B9

$29 Section #628945 MSD 299GJ—1 Credit

This course presents the concepts and applications of job satisfaction and morale in the workplace. It will also address team building and the impact of team performance on the organization. Topics will include quality improvement programs and organizational problem solving.

Daisy Santos-Miller, M.S. is the Coordinator of Management Services for the Institute for Management and Professional Development at Portland Community College. She has been involved in the field of sales, employment and training for a Fortune 500 company. She is a member of the American Association for Counseling and Development.

■ INTERCULTURAL COMMUNICATION IN THE WORKPLACE

Saturday, May 14 and May 21, 1:00 p.m. - 6:00 p.m., Sylvania Campus CT B9

$29 Section #628946 MSD 299FC—1 Credit

Communication between and amongst cultures and subcultures at work is a test of our interpersonal skills, verbal and non-verbal, and a reflection of our notions of respect. Attitudes (social perception, world view, ethnocentrism, values, stereotypes, and prejudices) highly influence our interactions in a multiculture environment. Because it is imperative we recognize our common humanity and missions at work, study and practice of better intercultural communication is always timely.

Daniel Duarte, Director of Counseling and Advising at PCC Sylvania, is also President of Education & Training Consultants. Daniel earned his Master's degree in Guidance and counseling from Oregon State University in 1979. Since that time he has used his expertise in group facilitation to work with diverse groups on human and organizational development issues.

■ INTERPERSONAL COMMUNICATION

Saturday, April 16 and April 23, 8:00 a.m. - 1:00 p.m., Southeast Center D5

$29 Section #628947 MSD 299GF—1 Credit

This workshop explores a practical approach to understanding interpersonal communication, with emphasis on active listening, conflict resolution and being "other-person focused." Participants apply these concepts during seminar exercises to practice day-to-day supervisory duties such as setting job standards, coaching for improved work performance, counseling on employee problems, and relating to upper management.

Daisy Santos-Miller, M.S. is the Coordinator of Management Services for the Institute for Management and Professional Development at Portland Community College. She has been involved in the field of sales, employment and training for a Fortune 500 company. She is a member of the American Association for Counseling and Development.

■ LEADERSHIP SKILL DEVELOPMENT

Saturday, April 23, 8:00 a.m. - 8:00 p.m., Rock Creek Campus #2, Room 226

$29 Section #628948 MSD 299GX—1 Credit

Leadership is an essential part of running a quality organization. Learn about the various facets that define leadership today.

Ed Washington currently serves as a member of the Metro Council. A former Marketing Manager for U.S. West for 15 years, he has managed large numbers of employees, projects and provided effective leadership in his professional and community work.

■ LISTEN AND COMMUNICATE

Saturday, April 23 and April 30, 8:00 a.m. - 1:00 p.m., Southeast Center D4

$29 Section #628949 MSD 299HI—1 Credit

Businesses' number one problem is poor communication. Recent studies show that people spend 45%, and more, of their day listening to others, yet little time is spent learning how to be a good listener. This course looks at what listening is, and how to be a more effective listener.

Michael Swett, Ph.D., has his own private consulting practice and has a background which includes psychology, criminal justice, and human resource management. He's been teaching at PCC since 1981.

MALE/FEMALE COMMUNICATION STYLE DIFFERENCES

Saturday, April 16 and April 23, 1:00 p.m. - 6:00 p.m., Sylvania Campus CT B8

$29 Section 628950 MSD 299HC—1 Credit

Understanding the other's ways of talking is a giant leap across the communication gap between women and men and a giant step toward opening lines of communication.

Marina Santos presently works for Portland Community College's On-Site Program at Tektronix Inc. She teaches seminars on Managing Cultural Diversity, Economics, Self Esteem, and Spanish. She also has extensive experience in marketing, sales, customer service and training.

MANAGE YOUR PROFESSIONAL IMAGE

Saturday, May 14 and May 21, 8:00 a.m. - 1:00 p.m., Southeast Center D4

$29 Section #628951 MSD 299HP—1 Credit

In today's competitive business world, the image you create, the image you project, is an advertisement for you and your company. What this image says—through dress, behavior and personal organization—makes the difference between the business person on the way up and the business person who is left behind.

Mary Kay Moe, M.A. is employed at the Dislocated Workers Project, a joint project of Portland Community College and Mt. Hood Community College. She has extensive involvement in the field of employment and training, specializing in motivating and supporting individuals in career transition. She is a member of the National Society for Performance and Instruction.

MARKETING/PR ALLIANCE

Saturday, April 9 and April 16, 8:00 a.m. - 1:00 p.m., Sylvania Campus CT B11

$29 Section #628952 MSD 299HN—1 Credit

This workshop will focus on practical approaches to using Public Relations tools and techniques to enhance marketing efforts of companies, organizations, public service advertising, and low-budget promotions.

John Armstrong has taught courses in management, corresponding and journalism for Portland Community College for approximately 20 years. He served as senior editor for The Oregonian for 15 years and has authored books and articles on journalism, management and public relations topics.

MESSAGES WITHOUT WORDS

Saturday, May 7, 8:00 a.m. - 8:00 p.m., Sylvania Campus CT B9

$29 Section #628953 MSD 299FW—1 Credit

This class will take a practical look at the concepts and practice of non-verbal communication from an interpersonal, cultural, and interpretive perspective. The focus will be experiential as well as theoretical.

Carol Benson, owner of Benson and Associates, is a professional consultant and sales trainer who brings the benefit of 20 years of sales experience and 16 years of telemarketing, customer service and sales training background to her clients and students.

NONVERBAL COMMUNICATION

Saturday, June 4, 8:00 a.m. - 8:00 p.m., Sylvania Campus CT B8

$29 Section #628972 MSD 299HS—1 Credit

This course will take a critical look at the following elements of nonverbal communication: describing key functions of nonverbal communication, analyzing nonverbal behavior, defining, describing and illustrating nonverbal cues of physical behavior, the human voice and the environment.

Ed Washington currently serves as a member of the Metro Council. A former Marketing Manager for U.S. West for 15 years, he has managed large numbers of employees, projects and provided effective leadership in his professional and community work.

PERSONNEL AND THE LAW

Saturday, April 2 and April 9, 1:00 p.m. - 6:00 p.m., Southeast Center D2

$29 Section #628954 MSD 299EW—1 Credit

Following successful completion of this course students will be able to describe the historical and governmental perspective of employment law, discuss the Civil Rights Act and other Equal Employment Opportunity laws, compare EEO laws with regulations of the Federal Contract Compliance Program, identify and comply with legal issues of employment, discuss other laws affecting personnel, including the Immigration Reform and Control Act, and Employee Retirement Income Security Act.

Jim Kreiss currently works in the Civil Rights Division of the Bureau of Labor and Industries. Jim has a law degree from the University of Iowa, and a master's degree in labor in industrial relations from the University of Illinois. He taught at Illinois Wesleyan University and the University of Illinois.

■ PROBLEM SOLVING

Saturday, May 14 and May 21, 8:00 a.m. - 1:00 p.m., Southeast Center D2

$29 Section #628955 MSD 299HR—1 Credit

We live with problems every day at work and home, but there are fundamental skills and techniques that lead to more positive relationships and better results. In this workshop, learn how to involve people to understand the true problem — not just the symptoms, to generate creative ideas and practical solutions, to work cooperatively and to assure follow through on plans.

Dr. Glen M. Fahs, is presently the Corporate Management Consultant for SAIF Corporation. He has consulted with many organizations and has managed higher education units.

■ PROFESSIONAL WRITING SKILLS

Saturday, April 2 and April 9, 8:00 a.m. - 1:00 p.m., Southeast Center D2

$29 Section #628956 MSD 299HA—1 Credit

Introduces the student to the elements of style that makes writing effective. Writing in business—professional writing—can be an enormously effective tool for you; this course is designed to help you become a better writer.

Jim Kreiss currently works in the Civil Rights Division of the Bureau of Labor and Industries. Jim has a law degree from the University of Iowa, and a master's degree in labor in industrial relations from the University of Illinois. He taught at Illinois Wesleyan University and the University of Illinois.

■ RECRUITING, INTERVIEWING & PLACING VOLUNTEERS

Friday, April 29, 6:30 p.m. - 9:30 p.m. and Saturday, April 30, 8:00 a.m. - 3:00 p.m., Southeast Center D2

$29 Section #628957 MSD 299FO—1 Credit

Working with volunteers and volunteer management. Focus on recruiting and staffing volunteer programs. Includes writing job descriptions, targeting recruitment of volunteers, interviewing and placing volunteers.

Nancy Gaston is a Certified Volunteer Administrator and Chair for the Pacific Northwest Region of the Association for Volunteer Administration. She has been Director for the volunteer-staffed crisis line, and director for Volunteer Bureau of Clark County, Washington. She continues to conduct training at regional and international conferences on volunteer management.

■ SELF ESTEEM: THE KEY TO SUCCESS

Saturday, April 9 and April 16, 8:00 a.m. - 1:00 p.m., Rock Creek Campus, #2 224

$29 Section #628958 MSD 299EN—1 Credit

Self esteem is the paramount cornerstone of behavior. Self esteem affects us in many ways: our relationships, our ability to solve problems and set goals, our work-performance, and our health. A healthy self esteem helps us deal more effectively with the minor conflicts and the major dilemmas common to modern life.

Iris A. Savich is President of TAP Unlimited, a private consulting company that conducts training for businesses in the areas of basic language skills, cross-cultural communications, and team-building.

■ SEXUAL HARASSMENT AND OTHER PROBLEMS IN THE WORKPLACE

Saturday, April 16 and April 23, 1:00 p.m. - 6:00 p.m., Southeast Center D2

$29 Section #628959 MSD 299FL—1 Credit

This course will explore current legal and personnel problems in the workplace. Sexual harassment and worker's compensation discrimination issues will be addressed. Additionally, new and proposed federal legislation in the area of civil rights and disability law will be discussed.

Jim Kreiss currently works in the Civil Rights Division of the Bureau of Labor and Industries. Jim has a law degree from the University of Iowa, and a master's degree in labor in industrial relations from the University of Illinois. He taught at Illinois Wesleyan University and the University of Illinois.

■ STRESS CONTROL

$29 MSD 299CX—1 Credit

Topics include: understanding your own signs of stress, stress prevention techniques, personality factors related to stress, interpersonal factors related to stress and job burnout.

Section	Campus	Time	Days	Wk	Location	Instructor
628961	RC	8:00A-1:00P	Sat	2	RC #3	213 Noce
		Section 628961 meets 4/23 and 4/30				
628960	SY	1:00P-6:00P	Sat	2	CT B8	Whitlock
		Section 628960 meets 4/30 and 5/7				

Bill Noce is a Human Resource Consultant for Portland General Electric. He has experience in marketing... and other high-pressure, fast-paced aspects of the real world of business. He has managed human resource functions for many years, including those of personnel, training, and group management.

Bill Whitlock is a trainer, consultant and supportive counselor who has his own consulting firm. He has 25 years of selling and teaching experience in both public and private sectors. You will enjoy his humor and fast-paced, practical programs!

THRIVING IN TRANSITION

Saturday, April 16 and April 23, 8:00 a.m. - 1:00 p.m., Sylvania Campus CT B12

$29 Section #628963 MSD 299HG—1 Credit

Learn how to thrive—not just cope or survive—during times of accelerated personal and corporate change. Discover the 5 stages of transition, the traits and strategies shared by Thrivers—those who successfully navigate changes in their personal and work life.

Marcia Perkins-Reed, J.D., is a nationally acclaimed speaker, author of 6 books, and career consultant in private career transitions. A former lawyer with over 20 years of business experience, her specialty is helping individuals and companies live their vision.

TIME MANAGEMENT

Saturday, May 7 and May 14, 1:00 p.m. - 6:00 p.m., Rock Creek Campus #2, Room 224

$29 Section #628964 MSD 299HQ—1 Credit

Time can be your servant or your master depending on how well you understand and acknowledge the paradox of time. You will have an opportunity to evaluate and analyze the way you use time.

Chris Meyers has been a business consultant for over 30 years and is an experienced trouble-shooter in the management and marketing arenas. Chris recently retired as PCC's Coordinator of Management Services, but continues to teach classes in his area of expertise.

TELEPHONE SKILLS FOR THE PROFESSIONAL

Saturday, May 14 and May 21, 8:00 a.m. - 1:00 p.m., Sylvania Campus CT B11

$29 Section #628962 MSD 299GM—1 Credit

This course in professional telephone techniques will provide a step-by-step approach to allow participants to successfully and efficiently manage the wide variety of situations that occur daily for anyone who works on the telephone. The course will identify the tools needed to be proficient on the telephone and illustrate how to use those tools in virtually any professional environment. Participants will learn how to answer the telephone professionally and courteously, how to create a positive first impression, how to get information quickly and correctly, how to ask the right questions, how to listen, how to read the caller, and, most importantly, how to create an environment for ongoing business.

Carol Benson, owner of Benson and Associates, is a professional consultant and sales trainer who brings the benefit of 20 years of sales experience and 16 years of telemarketing, and customer service.

TIME MANAGEMENT TECHNIQUES

Saturday, April 23 and April 30, 1:00 p.m. - 6:00 p.m., Cascade Campus TH 219

$29 Section #628965 MSD 299HO—1 Credit

In today's light-speed, high-tech world, time management has undergone rapid changes: from "to-do" lists, to "daily minders", to priority setting and making time-to-project allocations. The next generation in time management focuses on relationships and results. This workshop reviews each generation of time management and offers a refresher in "self-management" strategies.

Carl Flipper is Executive Director of the Oregon Enterprise Forum and has 20 years experience in working with economic development, strategic planning and entrepreneurship. Flipper's career has included business, government, academe, public accounting, and civil rights organizations. Flipper holds a graduate degree in Business Administration from the University of Illinois and an undergraduate degree in Economics from Sangamon State University.

TIME/STRESS/COMMUNICATION TRIANGLE

Saturday, May 21, 8:00 a.m. - 8:00 p.m., Rock Creek Campus #2, Room 226

$29 Section #628966 MSD 299EV—1 Credit

We all know how important Stress Control, Time Management, and Interpersonal Communication are individually. This seminar shows how to break the triangle so that you can function effectively under pressure. You will learn how to maintain good relationships even when you can't spare the time, stress control that works, time analysis, conquering interruptions, managing meetings, building self-esteem, and co-workers relations.

Gary Robinson is the owner of a local consulting firm. He has been counseling organizations on future issues for more than 15 years. He has spoken to conferences on this topic in Asia, the Middle East, and throughout the United States.

WORKING SMARTER, NOT HARDER

Saturday, May 7 and May 14, 8:00 a.m. - 1:00 p.m., Sylvania Campus HT B5AB

$29 Section #628967 MSD 299CC—1 Credit

The participant will learn how to increase awareness of self defeating work behaviors and learn practical tools/skills to increase work effectiveness and stress management.

Marcia Perkins-Reed, J.D., is a nationally acclaimed speaker, author of 6 books, and career consultant in private career transitions. A former lawyer with over 20 years of business experience, her specialty is helping individuals and companies live their vision.

TOTAL QUALITY MANAGEMENT WORKSHOPS

Success is a moving target. It moves faster every year. Total Quality Management is a long-range approach for keeping ahead of change. The quick fix is out. TQM is in. To survive in the changing marketplace, companies are finding they must focus on quality and customers through a committed workforce. When everyone top-to-bottom (manager to worker to vendor) is committed to meeting and exceeding customer expectations, Total Quality Management is in place. Get it happening in your workplace.

NOTE:

All classes listed below apply toward the Basic Certificate in TQM.

■ CUSTOMER RELATIONS

Saturday, May 7 and May 14, 8:00 a.m. - 1:00 p.m., Southeast Center D5

$29 Section #628968 MSD 299DA—1 Credit

This class will familiarize participants with the principles and psychology of customer relations. Topics include consumer history, the customer relations department and identifying and responding to customer needs. Participants will develop additional skills, as well as practice information giving, dealing with difficult customers and developing a "positive" customer climate.

David Duhrkoop is employed by Northwest Natural Gas Company as a Customer Service Officer. He has also worked at U.S. National Bank as Assistant Vice President where he advised customers regarding new opportunities and developments.

■ EMPOWERING OTHERS IN THE WORKPLACE

Saturday, May 14 and June 4, 1:00 p.m. - 6:00 p.m., Rock Creek Campus #2, Room 226

$29 Section #628969 MSD 299FS—1 Credit

Empowerment is helping people to discover their own power. The class will use Hersey/Blanchard's Situational Leadership model on how to influence people in a manner to release their full potential in the workplace. Recommended reading: "Zapp! The Lighting of Empowerment" by William C. Byham, Phd.

Philip Westover is employed by A-DEC Incorporated of Newberg, where he has over 20 years experience in Human Resource Management. He has been a part-time instructor for Portland Community College since 1982.

■ FACILITATING THE CONTINUOUS IMPROVEMENT PROCESS

Saturday, May 14 and June 6, 8:00 a.m. - 1:00 p.m., Rock Creek Campus #2, Room 215

$29 Section #628970 MSD 299FT—1 Credit

In this workshop the participant will learn the concepts and processes of continuous improvement which can be applied to any workplace setting. Topics covered include: performance measurement methods, facilitation methods for developing and achieving objectives and long-range improvement planning. Emphasis will be on practical application to the participant's own job situation.

Philip Westover is employed by A-DEC Incorporated of Newberg, where he has over 20 years experience in Human Resource Management. He has been a part-time instructor for Portland Community College since 1982.

"It is a tribute to PCC to have a man of Bill Noce's knowledge and professionalism. Bill gave examples of his experience in the management field as we learned from the textbook."

Jim Benning
Professional Hockey Scout
Disney Corporation

HOW TO IMPLEMENT TOTAL QUALITY MANAGEMENT AT YOUR ORGANIZATION

Saturday, April 9 and April 16, 1:00 p.m. - 6:00 p.m., Sylvania Campus CT B9

$29 Section #628971 MSD 299GE--1 Credit

This workshop will discuss TQM practices and philosophies employed by successful businesses of all types, large and small, throughout the world. Learn the direct links between management's leadership, employee activities and customer satisfaction. Eliminate impediments to service and quality through continuous improvement.

Gary Cross, Ph.D., is President of Cross and Names Management Group, a consulting company. He has taught courses for several universities around the country and is the author of a book entitled Conflict and Human Interaction.

PROJECT MANAGEMENT

Saturday, April 23, 8:00 a.m. - 8:00 p.m., Sylvania Campus HT B5AB

$29 Section #628973 MSD 299GW—1 Credit

This course focuses on project definition and development/ planning and controlling systems/networking techniques/ information support programs/project tracking and auditing. It includes a project management manual and applications in a case project.

Mark Van Heuvel, President of Vancorp International, specializes in Strategic Planning and Project Management. He has practical experience through his association with Blitz Weinhard. Mark holds a Master's Degree in Management.

WIN YOUR CUSTOMER'S LOYALTY FOREVER

Saturday, May 14 and May 21, 1:00 p.m. - 6:00 p.m., Sylvania Campus CT B11

$29 Section #628974 MSD 299HD—1 Credit

Learn what customer service is, explore benefits of a customer service program, define how to implement a customer service program and how to keep it going. Specific tools and techniques will be presented to enable participants to put the customer first, even in difficult situations.

Carol Benson, owner of Benson and Associates, is a professional consultant and sales trainer who brings the benefit of 20 years of sales experience and 16 years of telemarketing, and customer service.

COOPERATIVE EDUCATION

Call the instructor before registering for Co-op classes at 273-2818. Attendance is required at class meetings on Friday, April 1, 5:30-7:30 p.m.; Friday, April 29, 5:30-7:30 p.m.; and Friday, June 3, 5:30-7:30 p.m. at the Rock Creek Campus, Building #3, Pioneer Room.

■ COOPERATIVE ED: MANAGEMENT/ SUPERVISORY DEVELOPMENT

$87 Section #628998 MSD 280AA—3 Credits
This course is designed as a three (3) credit hour practicum. Students will learn supervisory job specific skills. The company objectives for job specific skills are set by the student, the employing supervisor and a PCC Coordinator. Basic certificate in management required. Register for both sections.

Joe Wright, with Master's Degrees from Portland State and City Universities, has fifteen years of over-all experience in real estate, retail sales, and supervisory management. Joe has conducted human behavioral courses and workshops in his capacity as a PCC Instructor/Advisor for ten years.

■ COOPERATIVE ED: MANAGEMENT/ SUPERVISORY DEVELOPMENT - SEMINAR

$29 Section #628997 MSD 280AB—1 Credit
Co-operative Education is designed to allow a student the opportunity to acquire college credit for on-the-job learning. The student must attend a one credit seminar designed to assist in focusing on the new experience and articulating the results.
Basic certificate in management required. Register for both sections.

Joe Wright, with Master's Degrees from Portland State and City Universities, has fifteen years of over-all experience in real estate, retail sales, and supervisory management. Joe has conducted human behavioral courses and workshops in his capacity as a PCC Instructor/Advisor for ten years.

WORLD TRADE AND TRANSPORTATION

■ INTRODUCTION TO IMPORTING AND EXPORTING

Friday, April 29, 6:00 p.m. - 9:30 p.m. and Saturday, April 30, 8:00 a.m. - 2:30 p.m., Sylvania Campus HT B5AB
$29 Section #628975 MSD 9.298BB—1 Credit
This class presents the overview for more in-depth courses on letters of credit or trade and transportation. It is highly recommended to the person wanting to learn the basic aspects of international trade before further study. The course includes an introduction to trade terminology and basic concepts regarding international trade agreements and movement of cargo.

Tom Stanton is the Vice President of Sales and Administration for Edward M. Jones and Company, Inc. He has also worked as a Customs Broker for Tektronix.

ANNOUNCEMENT

18

ZENGER MILLER

FRONTLINE LEADERSHIP™

...is a training program designed to build leadership skills in supervisors, managers, and individuals in team leadership roles.

This "hands-on" leadership training program consists of six modular units that can be easily tailored to support organizational overall goals and objectives.

Examples of these units:

- *Mastering Interpersonal Skills*
- *Managing Individual Performance*
- *Developing Team Performance*
- *Making Organizational Impact*
- *Managing Change and Innovation*
- *Solving Problems Within Team Settings*

Benefits to organizations:

- *Customized to meet the training needs of any organization*
- *Cost effective on-site training, scheduled according to the organizations time frame*
- *High quality, professional training materials*
- *College Credit, Certificate Programs*

****

For more information on ZENGER MILLER Frontline Leadership Training, please contact the Institute for Management and Professional Development at (503) 273-2818.

There will be no brochure for Summer 1994. There will, however, be a one page flyer with a listing of all the classes being offered that term.

If you have the numbers "T021" in the upper righthand corner of your mailing label, you will receive a flyer automatically. If you do not have those numbers on your mailing label, please call our office at (503) 273-2818 and we will send you a flyer.

THE INSTITUTE FOR MANAGEMENT AND PROFESSIONAL DEVELOPMENT

The Institute is committed to providing training programs which enhance job specific skills for managers, supervisors, and professionals from various industries.

Training is provided by currently practicing business industry managers and consultants, who bring with them the expertise and information necessary to create a conducive learning atmosphere.

All sessions emphasize participatory, "hands-on" activities.

The Institute for Management and Professional Development offers the following forms of recognition:

- Basic Certificate (18 credit hours)
- Advanced Certificate (45 credit hours)
- Associate of Applied Science (90 credit hours)

Cost per credit hour: $29
Cost per 3 credit hours: $87

Call us at 273-2818 for additional information regarding:

- Custom designed courses at your location
- On-campus offerings
- Certificate or degree requirements

For information call 273-2818

HOW DOES THE INSTITUTE HELP COMPANIES?

The Institute will provide companies with:

- Training from managers and consultants currently working with business and industry
- Active learning with "hands-on" activities, specifically applicable to the manager's job
- Increased job success for managers and supervisors
- A quality culture from the board room to the loading dock
- Increased opportunities for promotion within the organization
- Happier employees and more satisfied customers

How does the Institute help participants?

PCC's programs for professional development are custom designed to meet the needs of the organization requesting the service. Participants in the program learn to:

- Communicate more effectively
- Handle employees complaints more skillfully
- Give orders and instructions in acceptable ways
- Coach employees to improve their performance
- Motivate productive employees
- Plan, organize and control work activities

This is not intended as a transfer program. Bachelor Degree articulation agreements are in place with Marylhurst College and Warner Pacific College. If you wish to transfer to other institutions, contact the college of your choice.

Registration Form

Please complete and mail this registration form to:
Institute for Management and Professional Development
PO Box 19000, Portland, OR 97280-0990

Date _____

Registering for: ☐ Fall ☐ Winter ☐ Spring ☐ Summer 19____
☐ New PCC student ☐ Currently Enrolled ☐ Past student
☐ Male ☐ Female
Do you plan to pursue a degree or certificate at PCC? ☐ Yes ☐ No

Social Security Number _____ Major _____

Last Name _____ First _____ Initial (maiden name, if applicable) _____

Residence Address _____

City _____ State _____ ZIP _____

Phone: Day _____ Phone: Evening _____

Birth: Month _____ Day _____ Year _____ ☐ Older Adult (62+)

I wish to pay by: ☐ Check (payable to PCC)
☐ Visa ☐ MasterCard ☐ Discover

Card Number _____ Expiration Date _____

Cardholder Name _____ Cardholder Signature _____

Complete this section to update you records at PCC or to establish your file as a new student.

☐ Foreign national/non-resident alien[5]
☐ White[4] ☐ Hispanic [1]
☐ Asian or Pacific Islander[3] ☐ African-American[2]
☐ American Indian/Alaskan native[4]

Place of birth _____

Have you been a resident of Oregon for the past 90 days?

If yes, sign here: _____

College credit accumulated (at any institution)
☐ None ☐ 1-44 hours ☐ More than 44 hours

High School last attended _____ State _____ Year graduated/GED _____

DO NOT WRITE IN AREA BELOW

Section No.	Course No.	Title	Credit Hours	Cost				
					Tuition Charges			
					Total Lab Fees			
					Total Charges			
					Rec/Bill Code	Amt Pd	Ck	
Full Payment must accompany this form			**Amount Enclosed: $**		Balance Due			